Technology Services
6 Year Strategic Plan

FY13-FY19

January 9, 2013

Dear MTS Team:

I am so excited that we are working alongside Mayor Fischer and others in Metro Government to build a clean, green, safe and inclusive city where people love to live and work.

Technology Services has a vital role in this effort. We will lead the way through our mission of improving accountability, enhancing transparency and reducing the cost of government. The services that we provide – primarily to the internal customers across our organization – will be of the highest quality.

This plan was created as a result of engagement and participation from employees across Technology Services. The plan includes specific and measurable goals that focus on advising Metro agencies of technology options and on guaranteeing constant and secure access to IT resources. All MTS divisions have specific goals in this plan for which they are responsible. Finally, the plan is constructed around the five objectives that the Fischer administration set forth in January 2011:

- Deliver excellent city services
- Solve systemic budget issues
- Take job creation to the next level
- Invest in our people and neighborhoods, advance "quality of place"
- Create plans for a vibrant future

It is the responsibility of all of us in Technology Services to ensure success working towards the goals and objectives of this plan. I am confident that our team has the talents, energy and experience to meet this challenge.

Beth Niblock

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Overview of Sections

Vision for Louisville
The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission
Why the department exists within Metro and for the community.

Core Services/Programs
What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance "Quality of Place"; Create plans for a vibrant future.*

Objectives
While each department strives to achieve the 5 strategic objectives for Louisville Metro Government, each department has functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals
Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long(4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less "SMART".

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The "Lead" column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The "Why" column describes why the goal is important to the department and the residents of Louisville.

The "Initiatives" column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The "How" column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Vision for Louisville

"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"

Department Mission Statement
*To improve **accountability***

*To enhance **transparency***

*To **reduce the cost** of government*

Core Services/Programs

- **Metro Archives** - Maintains official documents of LMG as required by law and in accordance with industry best practices
- **eGovernment - Web Team** - Provides electronic ggovernment services and transactions to residents, business and visitors though Louisville Metro Government's website
- **Telephone Services** - Maintains a quality, cost-effective telephone communication system
- **Enterprise Infrastructure** - Designs, implements, and maintains information technology assets; planning for and providing disaster recovery of mission-critical systems
- **Revenue Commission Technology** – Administration and support of revenue collection system for Metro Government
- **Enterprise Application Support** - Manages the enterprise application systems of LMG by providing programming and operational support for human resources, payroll, and financial systems
- **Client Services** - Supports personal computers by providing technical support and troubleshooting hardware and software applications on desktop computers and by maintaining a help desk for LMG employees
- **IT Security** - Safeguards information assets and the supporting infrastructure against unauthorized use, disclosure, modification, damage or loss
- **Media Services – MetroTV** - Provides award-winning programming on your city, your life and your Louisville.
- **Dept. Technology Liaisons & Project Mgt**. - support LMG departments by providing technology expertise and guidance; manages key IT projects within the constraints of scope, cost and time
- **Administration** – Overall leadership for the agency, business office

Objectives

1. Advise Metro agencies on technology options to support excellent service delivery and increase the number of online services provided by LMG

2. Ensure consistent, secure, mobile access for all Metro Government employees to the systems and services required to perform their jobs from

Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	MTS Objective	Mayor's Objective	Lead	Why	Initiatives
1	**Increase number of online services offered by Metro Government by 15% annually for the next six years**	1, 2	1, 2	eGovernment	Time savings from a citizen perspective can also be realized by process improvement through automation. Automated processes also reduce procedural risk (i.e. human error and process discrepancies). Online services or the automation of existing workloads moves Metro staff closer to the citizens who need them and further away from the backend process, which in many cases do not need daily attention.	• Departments within Metro will partner with MTS to determine prioritization and feasibility of each process and how best to leverage technology within in it. • MTS satisfies incoming requests for new services and provides consulting to agencies as required when challenges across business processes or technology are present. • Online employer portal for submission of tax information – Revenue Commission IT group.
2	**Ensure outstanding customer service by MTS and its Service Desk by achieving < 25% of User Surveys in which service is rated as less than Above Average. The primary objective to have Above Average or Outstanding customer service for > 75% of tickets. This will be achieved by the end of FY14.**	1, 2	1	Service Desk	Receive feedback on customer satisfaction with MTS support and end user experience to understand the customer's perspective while consistently improving upon team performance.	• Revise survey for specific feedback: Outstanding, Above Average, Satisfactory, and Unsatisfactory. • Monitor and measure mean time to repair with a target of less than 2 business days. • Self Service tickets – provide online access to request service to improve call time and employee customer service experience. • Reduce the call abandonment rate to 5% by the end of FY14
3	**Maintain a 90% security compliance with three major security benchmarks (PCI, Network/Server Security Monitoring, Virus & Malware detection and remediation) starting with FY14**	1	1	Security	Managing the confidentiality, integrity and availability through consolidated framework/tool set while maintaining required compliance with PCI, HIPAA and PII. Government availability and communication.	• PCI Compliance initiative to include: Quarterly Trustwave Compliance Report and Compliance Scan of Internet Entry Points • Algosec Firewall Analyzer in include maintaining a 90% Level of Compliance • Network / Server Security Monitoring of 100.00% of all key systems
4	**Achieve and maintain 99% uptime for Metro network resources to ensure constant and consistent access for all Metro Government employees to the systems and services they need to perform their jobs by the end of**	2	1	EA	Organize IT assets in a manner that ensures continuity of access to those assets by all the people who require them. (This will include scheduled and unscheduled outages.) Additionally, this supports Metro's Continuity of	• Ensure that 80% of all servers in Metro data center are virtualized by the end of FY14. • Maintain necessary financial resources, staffing resources and vendor relationships to ensure existing service availability/access continues • Develop and publish service level agreements with agencies

					Operations for Agencies.	that address recovery time objective (RTO) & recovery point objective (RPO) for critical systems • Configure Solar Winds as the enterprise tool to measure availability
5	**Effectively use and support technology across Metro Government by ensuring the 60% of all applications in use in Metro Government are enterprise solutions (i.e. used by multiple agencies) by the end of FY14**	2	1	SLMs, Enterprise Applications	Enterprise applications are more cost effective and allow for better support than agency-specific software. In many cases, enterprise applications are in place and ready to be used. Enterprise applications reflect stewardship of resources; data is in a consistent format and location.	• Improve partnerships between MTS and Metro by having agency-based references (champions) meet with other Metro groups 10+ annually for information sharing on MTS Services • Implement a program to sunset, smaller, stand-alone applications that are used by single agencies Undertake annual software inventory that includes designation of software as 'enterprise' or 'agency-specific' which will be used to plan operations and measure progress toward goal
6	**Implement a Capability Maturity Model for MTS' services and relationship with agencies that is used to frame activities and monitor outcomes by December 2013.**	1	1	SLM	MTS relies on its service level managers to oversee relationships for Metro agencies. The goal of service level managers is to establish a 'partnership' with Metro agencies. This mission is measured thru the capability maturity model.	• Develop a Capability Maturity Model for MTS' relationships with agencies • Benchmark relationships with the 12 largest agencies • Monitor relationship develop and set goals for maturation of relationship
7	**Achieve best practices as per Kentucky Department of Libraries and Archives' (KDLA) requirements by ensuring that 100% of all items stored at Metro Archives are inventoried and barcoded in order to be incompliance with the local government retention schedule by December 2013.**	1	1	Archives	Streamline operations by managing inventory at Metro Archives. Ensure that agency records managers are trained on required processes.	• Distribute 2012 annual destruction eligibility reports to agencies by March, 2013 and complete destruction of all eligible, approved items by EO June, 2013. • Complete destruction backlog of 4,500+ boxes by end of 2012 in order to achieve compliance with approved retention schedule, reduce liability and free storage space in archives facility. • Inventory and barcode all items stored at Metro Archives facility in an effort to more effectively manage intake, retrievals and destructions of items stored. • Improve "find" rate and reduce time required to fulfill requests by 25% by the end of FY14.
8	**Ensure that 100% of all network users/employees have signed off on IT Security Policies on an annual basis.**	1	1	Security	Enable departments to participate in a Metro wide IT Security program to minimize risk and increase efficiency through policy, procedure and IT Security Framework.	• Utilizing a policy center to push and track Metro Employees signing of the Metro IT Security Policy • Policy Center will provide the results of Metro Employees that have successfully completed IT Security Policy Signoff
9	**Provide state-of-art telephony services for public sector entities in Jefferson County by decreasing the number of legacy desk phones in Metro Government by 25% annually over the next three years and replacing these assets with Voice over IP (VoIP) phones**	2	1	EA Network	Funding for a Metro Enterprise phone system upgrade began in 2012 with a capital project to replace legacy phone systems with Voice Over IP (VoIP) phone system. The objective of the project is to replace legacy desk phones with VoIP phones and to build out a VoIP infrastructure with the capacity to	• Retire non-supported and end of life phone systems. • Improve User experience by providing features that were not available with legacy systems. • Address infrastructure issues that affect phone service with site remediation's to resolve legacy call quality and reliability. • Reduce overall phone expenses.

				Metro TV	support 20,000 phone sets. Provide reliable and supportable phone service to all Metro Users by retiring legacy phone systems and replacing with VoIP phones and phone systems.	

10	**Devote 17% of programming to Metro departments and community-oriented programs during FY14**	1	1, 4	Metro TV	To fulfill mission of making government accessible and building strong sense of community	• Decrease special event programming
						• Decrease national programming
						• Allocate programming as follows:
						  • 60% Legislative
						  • 13% Executive
						  • 17% Depts/Community
						  • 5% Special Events
						• 5% National Programs

Mid-Long Term Goals (2-6yr)

The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

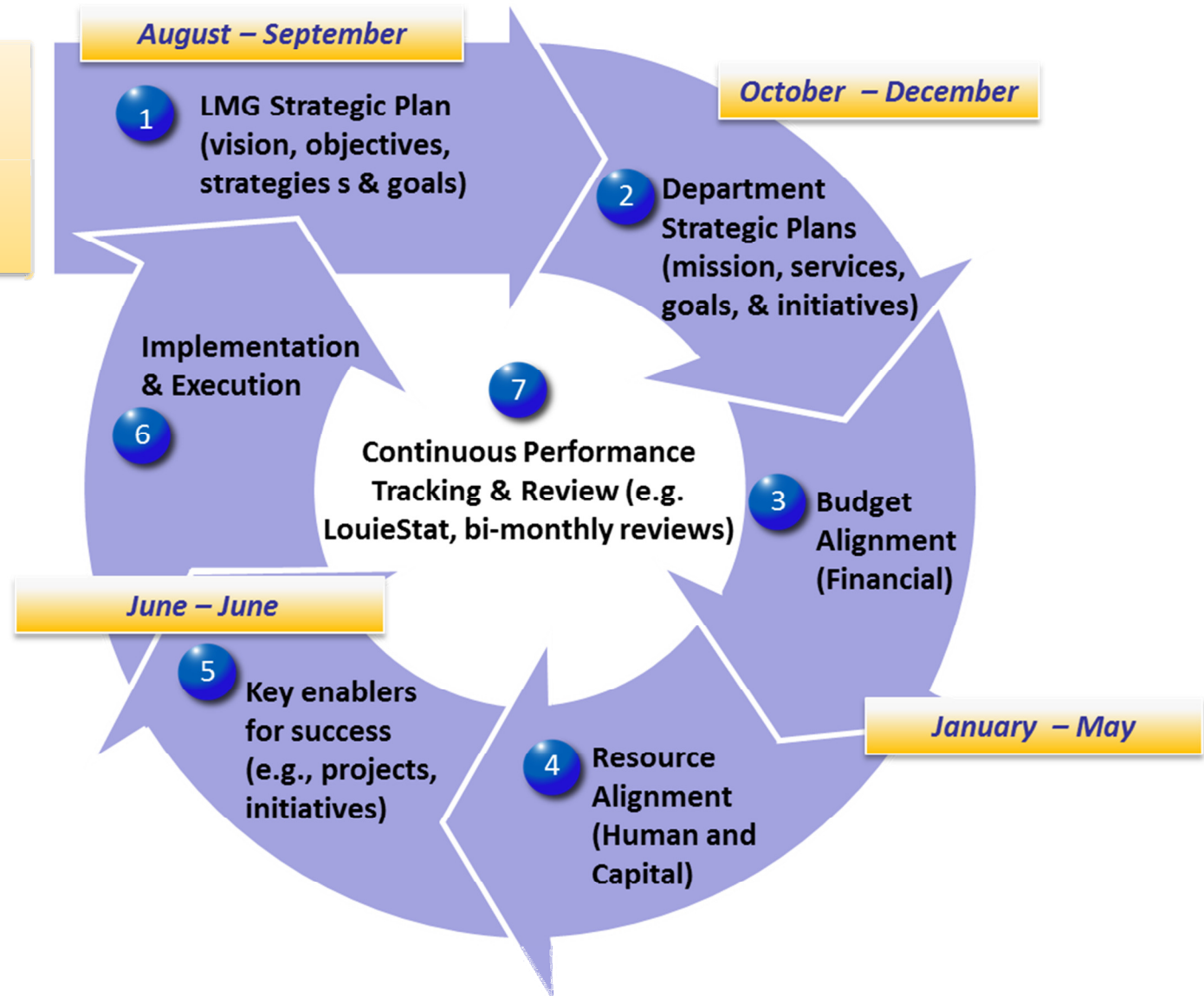|	Goal	Agency Objective	Mayor's Objective	Lead	Why	How
1	**Drive more traffic to the public website as a place where citizens can engage their government by a factor of 5% annually for the next six years.**	1, 2	1	eGovernment	Any new online services the government creates will be offered on the public website, so increasing traffic to the site will help to ensure the utilization of those services, and the maximization of their impact. As the number of Internet and computer enabled citizens within Metro Louisville increases this media channel will provide a bidirectional line for real-time/near real-time communication between government and citizens. City officials can then respond to emergent issues and communicate strategy, intent, and information rapidly to anyone who needs or wants it. Time savings from a citizen perspective can also be realized by process improvement through automation.	• Using Google Analytics as a primary measuring tool for web traffic will establish a baseline for traffic and web site use across the enterprise, using those statistics we can identify areas that are difficult to navigate or information that is hard to find, and then make it more readily available. • Moving from legacy content management solutions into newer and open source technologies will enable us to respond to rapid requests as they come from the public and request derived from interdepartmental need. • The Open Source nature of the public website content management system means that budget dollars spent for Louisville's website presence are on that of expansion, service availability, and service offering that bring direct value to citizens, as opposed to licensure, and product purchasing.
2	**Provide continuity of government services and safety of government data by ensuring that 100% of major enterprise systems have disaster recovery (DR) instances which are outside Jefferson County**	1	1	EA		
3	**Provide state-of-art telephony services for public sector entities in Jefferson County by becoming the VoIP provider for Louisville Water and MSD by 2015**	2	1	EA Network	Funding for a Metro Enterprise phone system upgrade began in 2012 with a capital project to replace legacy phone systems with Voice Over IP (VoIP) phone system. The objective of the project is to replace legacy desk phones with VoIP phones and to build out a VoIP infrastructure with the capacity to support 20,000 phone sets. Provide reliable and supportable phone service to all Metro Users by retiring legacy	• Retire non-supported and end of life phone systems. • Improve User experience by providing features that were not available with legacy systems. • Address infrastructure issues that affect phone service with site remediation's to resolve legacy call quality and reliability. Reduce overall phone expenses.

					phone systems and replacing with VoIP phones and phone systems.	
4	**Develop and release a web-based IT security training program for Metro employees and have 40% of all employees successfully complete the program by January 1, 2016**	1	1	Security	Enable departments to participate in a Metro wide IT Security program to minimize risk and increase efficiency through policy, procedure and IT Security Framework.	• Utilize a policy center to perform online security programs for Metro Employees • Continue to launch Metro Employee informational announcements related to security on Metro Home page • Utilize Policy Center to track percentage of Metro Staff completing awareness campaigns
5	**Continue to improve MTS productivity and value by having 50% of its activities designated as discretionary.**	1, 2	1	Admin	MTS activities can be defined as discretionary (new application, new service, data analysis, report enhancement, etc.) and non-discretionary (break-fix, fulfillment, maintenance, etc.). Non-discretionary activities can become continuously more efficient and require fewer resources thru strategies like PDCA and LEAN process improvement. This improvement allows resources to be dedicated to for discretionary, higher value, customer-specific ends.	• Perform initial assessment of all activities as discretionary or non-discretionary • Train staff in Lean processes, ITIL refresher and Six Sigma • Build capacity of service level managers

Louisville Metro Government (LMG) Planning Cycle

Louisville Metro Planning Cycle
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

August – September

1 LMG Strategic Plan (vision, objectives, strategies s & goals)

October – December

2 Department Strategic Plans (mission, services, goals, & initiatives)

3 Budget Alignment (Financial)

January – May

4 Resource Alignment (Human and Capital)

June – June

5 Key enablers for success (e.g., projects, initiatives)

6 Implementation & Execution

7 Continuous Performance Tracking & Review (e.g. LouieStat, bi-monthly reviews)

Louisville Metro Government Planning Calendar

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment / Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments		OMB provides total Sum $ to Departments for priority based budget development		Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1		
					Develop Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans	
				Departments conduct their own internal and external assessments							